



UNIVERSITI PUTRA MALAYSIA

**FACTORS INFLUENCING COMMUNICATION SATISFACTION
AMONG E-MAIL USERS IN SELECTED PRIVATE ORGANISATIONS
IN INDONESIA**

TUTI IRIANI

FBMK 2006 4

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**DOCTOR OF PHILOSOPHY
UNIVERSITI PUTRA MALAYSIA**

2006



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By

TUTI IRIANI

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,
in Fulfilment of the Requirements for the Degree of Doctor of Philosophy**

Februari 2006



Special Dedication

***This thesis is dedicated to Bapak Drs. H. Suyadi, MP and Ibu Hj. Sri Rahayu Suyadi
My beloved husband, Dr. Joko Prihatno
My Son, Rangga, My daughters, Laras and Ambar,
Brothers and sisters.***

***For their invaluable love, understanding, prayers, support and constant faith.
Their encouragement made me possible to complete my study successfully***

Abstract of thesis presented for the Senate of Universiti Putra Malaysia in partial fulfilment of the requirements for the degree of Doctor of Philosophy

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By

TUTI IRIANI

February 2006

Chairman : Narimah Ismail, PhD

Faculty : Modern Languages and Communication

The most popular method of computer mediated communication in organisation is e-mail. A large number of the uses of e-mail in an organisational setting could in fact be classified into the dimension of task related use and social use. Therefore, it is the aim of this study to determine the influence of e-mail use factors (experience, task, and social related e-mail usage and user characteristics) on communication satisfaction of e-mail users. The study investigated the difference between user characteristics and communication satisfaction; relationship between e-mail usage factors and communication satisfaction; and predictors of e-mail usage factors towards communication satisfaction among e-mail users.

The present study used survey design in order to achieve the objectives of the study. Purposive sampling was used to select a total of 305 employees of four selected private companies. The study used self-administered structured questionnaires as the

research instrument. Statistical analyses used in this study were the Chi-Square, Pearson Product Moment Correlation and Stepwise Multiple Regression.

This study discovered that the employees experienced moderate to high level of communication satisfaction while using e-mails to communicate. There were no significant differences on the communication satisfaction between gender, age, educational attainment and position respectively.

Frequency of using e-mail icon influenced communication satisfaction of e-mail users, while number of years of using e-mail did not influence communication satisfaction. Task related e-mail usage (exchange information and decision making) and social related e-mail usage (interpersonal need and relationship development) had significant positive relationship with communication satisfaction. Task related e-mail usage and social related e-mail usage was a significant predictor of communication satisfaction. However, relationship development is a major determinant influencing communication satisfaction among e-mail users.

This study recommended that task and social related e-mail usage should be considered as interdependent dimensions by e-mail users as both would contribute towards communication satisfaction that have potential impact on the organisations.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk mendapatkan ijazah Doktor Falsafah.

**FAKTOR YANG MEMPENGARUHI KEPUASAN BERKOMUNIKASI DI ANTARA
PENGGUNA E-MEL DI ORGANISASI SWASTA TERPILIH DI INDONESIA**

Oleh

TUTI IRIANI

Februari 2006

Pengerusi: Narimah Ismail, PhD

Fakulti : Bahasa Moden dan Komunikasi

E-mel merupakan kaedah komunikasi berasaskan komputer yang paling popular dalam organisasi. Sebahagian daripada penggunaan e-mel dalam sesebuah organisasi boleh diklasifikasikan kepada dimensi penggunaan berkaitan tugas dan penggunaan berkaitan sosial. Oleh itu, tujuan kajian ini adalah untuk menentukan pengaruh faktor penggunaan e-mel (pengalaman, tugas, faktor sosial dan ciri-ciri pengguna) terhadap kepuasan berkomunikasi di kalangan pengguna e-mel. Kajian ini telah menyelidik perbezaan di antara ciri-ciri pengguna dan kepuasan berkomunikasi, hubungan di antara faktor penggunaan e-mel dan kepuasan berkomunikasi serta peramal kepada faktor penggunaan e-mel terhadap kepuasan berkomunikasi pengguna.

Kajian ini telah menggunakan kaedah tinjauan untuk menjawab semua objektif kajian. Persampelan bertujuan telah digunakan untuk memilih sejumlah 305 pekerja daripada empat syarikat swasta yang terpilih. Kajian ini telah menggunakan borang soal selidik

berstruktur sebagai instrumen kajian. Analisis statistik yang digunakan dalam kajian ini adalah Khi-Kuasa dua, Korelasi Pearson dan Analisis Regresi Pelbagai.

Kajian ini menunjukkan bahawa pekerja organisasi yang dikaji tersebut mengalami kepuasan berkomunikasi dari tahap sederhana ke tinggi semasa menggunakan e-mel untuk berkomunikasi. Selain itu, tiada perbezaan yang signifikan dalam kepuasan berkomunikasi antara jantina, umur, pencapaian akademik dan jawatan pekerja. Frekuensi menggunakan ikon e-mel mempengaruhi kepuasan berkomunikasi manakala bilangan tahun menggunakan e-mel tidak mempengaruhi kepuasan berkomunikasi di antara pengguna e-mel. Penggunaan e-mel berkaitan tugas (pertukaran maklumat dan membuat keputusan) dan penggunaan e-mel berkaitan sosial (keperluan interpersonal dan pembentukan hubungan) setiap satunya mempunyai perhubungan yang positif yang signifikan dengan kepuasan berkomunikasi. Penggunaan e-mel berkaitan tugas dan penggunaan e-mel berkaitan sosial merupakan penyumbang yang signifikan kepada kepuasan berkomunikasi. Walau bagaimanapun, pembentukan hubungan merupakan penentu yang utama dalam mempengaruhi kepuasan berkomunikasi di kalangan pengguna e-mel.

Kajian ini mengesyorkan bahawa pengguna e-mel perlu mengambil kira penggunaan e-mel berkaitan tugas dan sosial sebagai dua dimensi yang saling bergantung kerana kedua-duanya mempengaruhi kepuasan berkomunikasi yang berupaya memberikan impak kepada organisasi.

ACKNOWLEDGEMENTS

All praises go to Almighty Allah for all the blessings that enable me complete this task. I express my grateful acknowledgment and appreciation to Dr. Narimah Ismail, the chairman of the supervisory committee for her advice, feedback and guidance has made thinking about and writing this dissertation a rewarding experience for me. I also wish to express my appreciation to members of supervisory committee, Professor Dr. Musa Abu Hassan and Dr. Siti Zobidah Omar for their constructive ideas, words of encouragement and tireless support. Each member of the committee has brought to the study individual expertise pertinent to development and progress of the research.

My sincere thanks and appreciation also go to the Rector of Negeri Jakarta University, Dean of Faculty of Education and Technology, University Negeri Jakarta, for granting permission and support to further my study. I also would like to extend my special thanks to Dr. Indrawadi Tamim, local supervisor in Indonesia. A special note of thanks is also extended to Dr. Ninok Leksono, Mrs. Inge and Mr. Santoso from Kompas, PT.Gramedia, to Mr. Herry Kustanto and Mrs. Sandini from Surya Cipta Televisi Indonesia, to Mr. Yoan Hardi from PT. Indosat Mega Media and Mr. Atmadji Sumarkidjo from PT. Rajawali Citra Televisi Indonesia. To all of the individuals contribution of time, suggestions and assistance made this dissertation a reality, I express my sincere appreciation and gratitude.

My special gratitude also goes to Assoc Professor Dr. Bahaman Abu Samah and Encik Jusang Bolong who made me understand statistics which greatly assisted the data analysis process. I also would like to thank fellow friends and colleagues whose assistance was most helpful: especially Aananthi Thuraiamy, Mageswari Munusamy and Indra Selvy who have been very thoughtful and supportive in editing my dissertation from the draft proposal to the final full thesis. A word of heartfelt thanks is also dedicated my best friends, Dr. Samsina, Dr. Hasrina who are ever supportive and always lending an ear to listen to my problems. Besides that, I must also thank to my mentor, Dr. Nunik Mulyadi and the late Dr. Mulyadi who had provided invaluable support and encouragement from my first semester in UPM till the completion of my studies. To my housemates and my colleagues who are members of Indonesian Student Association, I will always treasure the great moment that we had together in Serdang.

I express my deepest gratitude to my father, Drs. H. Suyadi, MP, to my mother, Hj. Sri Rahayu Suyadi, and my brothers and sisters for their prayers, unceasing encouragement, advice, and words of comfort. To my dear children, Rangga, Laras, and Ambar who so frequently gave comforting hugs and help me understand and appreciate what it means to be a very patient parent. Finally, to be my husband Dr. Joko Prihatno, thank you for the love, support, patience and understanding which have been a source of my inspiration in whatever I do.

I certify that an Examination Committee has met on 24th, February 2006 to conduct the final examination of Tuti Iriani on her Doctoral of Philosophy thesis entitled "Factors Influencing Communication Satisfaction among E-mail Users in Selected Private Organisations in Indonesia" in accordance with Universiti Pertanian Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulations 1981. The Committee recommends that the candidate be awarded the relevant degree. Members of the Examination Committee are as follows:

Zamri @ Muati Ahmad, PhD

Lecturer

Faculty of Modern Languages and Communication

Universiti Putra Malaysia

(Chairman)

MD. Salleh Hj. Hassan, PhD

Professor

Faculty of Modern Languages and Communication

Universiti Putra Malaysia

(Internal Examiner)

Ezhar Tamam, PhD

Associate Professor

Faculty of Modern Languages and Communication

Universiti Putra Malaysia

(Internal Examiner)


Syed Arabi Iddid, PhD

Professor

Department of Communication

International Islamic University Malaysia

(External Examiner)


HASANAH MOHD. GHAZALI, PhD
Professor/Deputy Dean
School of Graduate Studies
Universiti Putra Malaysia

Date: 27 MAR 2006

This thesis was submitted to the Senate of the Universiti Putra Malaysia and was accepted as fulfilment of the requirements for the degree of Doctor of Philosophy. The members of the Supervisory Committee are as follows:

NARIMAH ISMAIL, PhD

Lecturer
Faculty of Modern Languages and Communication
Universiti Putra Malaysia
(Chairperson)

SITI ZOBIDAH OMAR, PhD

Lecturer
Faculty of Modern Languages and Communication
Universiti Putra Malaysia
(Member)

MUSA ABU HASSAN, PhD

Professor
Faculty of Modern Languages and Communication
Universiti Putra Malaysia
(Member)



AINI IDERIS, PhD

Professor/Dean
School of Graduate Studies
Universiti Putra Malaysia

Date: **13 APR 2006**

DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any other degree at UPM or other institutions.


TUTI IRIANI

Date: 29 May 2006
22 MAR 2006

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CHAPTER I

Introduction

Background of Study

Since the 1960s, innovations in computers and telecommunication have created a wide array of new communication media. Computer-based communication technologies such as e-mail, video conferencing, voice messaging, facsimile and computer bulletin board are dramatically changing the way people work in organisations. Computer mediated communication (CMC) undoubtedly plays a central role in the transformation of organisations (Johnson, 1993).

Given the advent of new CMC, Miller (1999) noted a number of characteristics pertaining to these new technologies. First, many of these technologies allow faster message transmission. Second, these new technologies permit communication among geographically dispersed participants. Third, these new technologies allow asynchronous communication between individuals at different points in time. In summary, communication technologies offer organisational participants a wide array of interaction and decision making options that substantially differ from traditional way of working by allowing faster communication especially for distantly located participants at different points of time.

According to Fox (2001), among the many CMC e-mail has perhaps achieved the most widespread acceptance in organisations. E-mail is defined as a computer system for the exchange of messages and other information that may include text and numerical data, computer programs, video, graphics and sound (Kettinger & Groven, 1997). E-mail is a form of information interchange in which messages are sent from one personal computer to another via modems and telecommunication system (Anderson, Bikson, Law & Mitchell, 1995). Hence, e-mail can be used to send simple messages to targeted individuals, broadcast information to a large organisational group, chat with collaborators across the country or world or exchange and revise long and complex documents (Miller, 1999).

The use of e-mail has grown profoundly since it first traversed the Arpanet in 1969. The Electronic Messaging Association (EMA) estimated that as many as 30 to 50 million people use e-mail worldwide (Pavlik, 1998). Additionally, according to the research conducted by industrial analysts in the United States, the number of e-mail users worldwide is estimated to increase about 138 % from 505 million users in 2000 to 1.2 billion in 2005 (Onggo, 2002).

Many management consultants see e-mail as an enabling technology for corporate reform, increasing organisational communication efficiency to such a great degree that the ranks of middle management are significantly thinned and makes communication more direct and less multi-layered. In some

workplaces in the corporate world, e-mail has become the pervasive communication medium to the extent that at Microsoft for example, 99% of communication takes place via e-mail, and it is said that the phone never rings (Waldvogel, 2001).

E-mail is ranked third after face-to-face communication and telephone as the most used medium among the top management in private organisations (Hasrina, 2001). Thus, with the extensive use of e-mail, an organisation is able to process and distribute vital information which is an asset to the organisation to boost its efficiency and work effectiveness.

In Indonesia, the Internet is a part of the Information and Communication Technology (ICT) and is called "Telematika". A recent study by Satriya (2004) indicated that the development of "Telematika" is at an infant stage compared to other countries like India, China dan Malaysia.

There are number of reasons as to why Indonesia has been so slow to adopt the Internet. The main causes are lack of access to computers and the Internet; limited awareness and mastery of the medium; little content of relevance to Indonesians and speakers of Bahasa Indonesia. Other reasons are socio-cultural the equating of information with power, a desire for less openness, comfort with ambiguity and unease with clarity, a managerial

culture that values hierarchy and seniority and other traditional values (Owen, Sulaiman, Baldia & Mintz, 2001)

Nevertheless, business opportunities in the “Telematika” sectors have marked an increase in the number of computers in schools, homes and offices. The number of Internet subscribers in Indonesia is also increasing dramatically. The data indicated that in 1999, Indonesia had 78,139 corporate users and 242,224 personal users. In 2003, the number of users increased enormously to 148,526 corporate users and 591,046 personal users. Table I displays the number of personal and corporate Internet subscribers in Indonesia from 1999 through 2003. Indonesia has on average 23% of annual Internet growth (<http://www.insan.co.id-info@insan.co.id>)

Table I: Internet Subscribers in Indonesia

Years	Personal users	Corporate Users	Total
1999	242,224	78,139	320,362
2000	307,717	85,952	393,670
2001	409,042	103,143	512,185
2002	472,838	123,770	596,608
2003	591,046	148,526	739,571

Source: Indonesia Internet Statistic (CIC/MARS)

A survey conducted by AC Nielsen and Castle Asia stated that 60% of the industries in Indonesia are connected to the Internet. The findings showed

that 96% of industry players use the Internet to send and receive e-mail, 90% of industries make use of the Internet to communicate with buyers and 48% with suppliers (Bisnis Indonesia, 27/9/2001).

With regard to the e-mail development in Indonesia, there is no documented information on when the era began. Rahmat (2000) stated that standalone e-mail was in use since early 1960s as a channel to exchange information between computer mainframe operators. At the time, the email format was very simple whereby it was only a file that can be attached by other users. Whereas network mail or now often called as e-mail was used by Arpanet in the mids of 1970s. This network mail was further developed by a group of workers “MSGgroup” by using mailing list starting from 1975. Since the beginning of 1980s, there was a script which could be used to send messages or e-mail to all staff. Since then, “message” with *Unix* and *Ethernet* was developed in 1983.

Based on the history of e-mail usage in Indonesia, three things can be said as the mark of the second generation from the usage of mailing list in Indonesia. Firstly, the availability of hardware (modem and personal computers); secondly, the activities of Indonesian community who started to experiment the usage of hardware and finally, the Indonesian community abroad (especially student) started to use e-mail for communication. At the end of 1980s, mailing list that emerged were the Indonesia *Development Studies*

(IDS, 1988); *UKIndonesian* (UK, 1989); *INDOZNET* (Austalia, 1989); *ISNET* (1989); *JANUS* ([Indonesians@janus.berkeley, edu](mailto:Indonesians@janus.berkeley.edu)).

During 1990s, sophisticated personal computers which were fully equipped with operational system such as *SCO Xenix* and *SCO Unix*. This system support many types of hardware and application of business. However, this system needs expensive licensing and are difficult to be modified without the source code. In 1991, *Linus Torvalds* introduces Kernel Linux through newsgroup *comp.os.minix* which was accepted by the community of programmers. In 1994, commercial Internet providers started to emerge in Indonesia namely *Sustainable Development Network* Indonesia which uses *Linux* outside of the research community. A year later, Indo Internet started to adapt *Linux* system. In 1997, *Linux* started to develop fast as Internet was gaining its popularity in Indonesia.

The above discussion has shown us how prevalent the Internet use is today. With the wide usage of e-mail in organisations, one's concern is that people spending a lot of time behind closed doors looking at computer screen and communicating electronically with other users while spending very little time interacting directly with other managers; when face-to-face communication becomes rare in an organisation, management decisions may suffer because of the lack of information which can be passed on only through interpersonal